

## **STUDY ON CHALLENGES FACED BY PRIVATE INSTITUTES PROVIDING HIGHER EDUCATION IN INDIA (DELHI/NCR REGION) IN RETAINING FACULTY MEMBERS**

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### **ABSTRACT**

In India, education system has improved very rapidly. Like all other industries, there has been lots of challenges faced by professional Institutes. Though a lot of initiative has been taken by the government, still there has been a very important role that has been played by professional private Institutes and a major contribution has been done by them in the education industry. Now, due to sudden increase in the figure of the private Institute giving professional teaching to the forthcoming generation has caused by enlarged demand of very competent professionals inside the market. To compete with existing demand, it requires to encounter the demand for retaining faculty, that is generated. Due to the changes that are coming in curriculum, the challenges are more difficult to deal with. Nowadays, most of the colleges are applying for National Board for accreditation so they have to fulfil the minimum criteria to get certified. Institutes are facing financial constraint hiring visiting faculties which again is a challenge, because they are not able to provide support to the institute who are applying for National Board of accreditation. To encounter the requirement of colleges, need is that faculty members should have practical experience of Corporate, so that they are capable to inculcate practical exposure to the student and can compete with existing competition among other Institutes. Many faculties who have started their career from education industry are not aware about the corporate culture and environment, that is changing rapidly and they find it difficult to cope up with changing situation.

Many Faculty who quit in between of the semester effect the system to a great extent and it is a challenge for the college in addition to students who might not be willing to accept the change. According to Siong (2006), due to the increase in turnover, organizational productivity has become a major hindrance. It disturbs the activities related to academics and those related to research. In the education industry, the consequences of faculty turnover are higher, since it is tough to find competent faculty equipped with good professional degrees and practical exposure to guide their students. It is a service based industry, therefore quality of teaching and the result of that Institute matters a lot therefore we need to focus on vision and new innovative paths to progress in retaining those faculty members those are active and well-organized to bring this change.

In this paper, study will be carried out to examine factors that will help to improve and retain knowledgeable faculty members allied by private professional Institutes. Since in Delhi/ NCR, there are many private institutes are contributing to professional courses and many people are choosing their occupation in education industry even though the recession exists in current market situation.

**KEYWORDS:** Private Institutes, Faculty Members, Professional Institutes, Retention, Attrition

## INTRODUCTION

### Research Background

Structured education structure is considered as the main component for development of other sectors and industries. A country's economy depends upon the education structure and the values that inculcate in the students who will be joining different industries and will help ultimately in increasing the income and progress of the nation. It's very important to inculcate the best quality in the education system and to incorporate the values in a student who will be contributing in the progress of the nation by framing the minds of the youth in an intellectual mind set. To meet this demand, many new entrants have come into education sector and are providing different curriculum and specialization. Currently, in the Delhi NCR many Institute are there who require talented and trained professional so that they can achieve and enhance quality and performance in the higher education segment. Since faculty plays the main character in learning and progress of scholars does, it is necessary for institutions to take initiative to retain good, quality faculty members and are considered as the foundation of the institute. Therefore, faculty retention is necessary to compete and survive in the current situation. We talked about the pillars with respect to higher education institutes are student and faculty quality, infrastructure, placement and continuous learning environment. Due to excessive demand and supply gap, in the education sector is facing a talent shortage and difficulty in retaining experienced faculty members.

It has been observed that with increasing number of professional institutes, specially Engineering and Management colleges are unsuccessful in retaining good faculty members and therefore resulting in increased faculty turnovers. In any organization if there is increased amount of employee turnover, then it will further lead to increased cost of recruitment, selection and cost of training. Ultimately, this will result in increased cost of orientation and training new hired employee. In many finding there is an observation that many institutes offering professional degree facing faculty crisis, moreover due to demographic factors, spousal opportunities personal and family factors. Many faculty members migrate from teaching line to corporate sector better prospect and career growth.

In this paper effort is made to distinguish the effect of dependent and independent variables, including controllable & uncontrollable aspects like spousal opportunities, compensation and benefit, organizational factors work environment, demographic factors like gender, age, marital status. Studying the effect of these variables will help to diagnose the problem of faculty retention.

## OBJECTIVES

In this paper following objectives will be identified:

- To study the extent of association of faculty retention with Internal and External Factors.
- To study the effect of demographic factors over retention.
- To study how personal factors, influence faculty retention.
- To analyze and study the relationship faculty retention over controllable factors and uncontrollable factors.

## HYPOTHESIS TESTING

□H01=Faculty Retention Rate depends on Internal Factors. [Compensation, Environment (Policies, Work Recognition, Job Satisfaction)]

**H1a:** Faculty retention rate is highly dependent on compensation provided by the Institute.

**H1b:** Institute policies are positively associated with retention of faculty members.

**H1c:** Work recognition is positively associated with faculty retention.

**H1d:** Job satisfaction is positively associated with the faculty retention rate.

$\square$  H02=Faculty Retention Rate depends upon External Factors. [Demographic (Age), Family Factors (Spousal opportunities & Children's education)]

**H2a:** Age is positively associated with the faculty retention rate.

**H2b:** Spousal opportunities strongly expect retention rate.

**H2c:** Faculty retention rate is highly dependent on Children's education.

## RESEARCH METHODOLOGY

To study Cause-Effect relationship of various external and internal factors in the higher education sector in private institutes, exploratory research was used and secondary data gathered from private professional institutions. It helped to explore the reasons why faculty retention is becoming challenging for these institutions. To Identify the causes study was carried out to identify the underlying causes as to why retention rate is so low and which factors are influencing them. As it further leads to challenges that most of the private institutes are facing. In this study both primary and secondary data were used to draw inferences.

The survey tried to find out the relationship and extent of association of variables, so that causes of challenges can be identified by private institutes. Sample size of 248 faculty members from 34 institutes of Gurgaon, Faridabad, Delhi, Noida, Greater Noida and Ghaziabad, having Engineering and Management streams were surveyed through questionnaire and interview. Data was collected from these Institutes irrespective of number of professors, associate professors or assistant professors.

Due to rising concerns faculty retention issues, professional institutes are facing talent shortage of competent faculty there by creating challenges for the education industry. Sample size determined in the study was 300 faculty members out of which only 248 responses well received out of which 10 responses were incomplete, therefore they could not be included in this study and 34 professional Institutes were selected from Delhi-NCR. The population targeted was professors, associate and assistant professors of private Institutes. To study responses and behavior of faculty members' questionnaire comprising of 41 questions, including open ended and close ended question was distributed to faculty members through the mail. 300 Questionnaire is sent to faculty members who were the respondents, gather some of the questionnaires were completed by interviewing faculty members who have left some of the questions unanswered. After that, only 248 complete questionnaires were received that were considered for the study. The convenience sampling technique was used so that institutes having Engineering and Management stream can be included for study.

Reliability of the questionnaire was measured with the help of Cronbach alpha coefficient. If the value of the coefficient is 0.7 or above, then the questionnaire is acceptable, but as per new scale value 0.6 is also considered acceptable.

## DATA ANALYSIS AND INTERPRETATION TECHNIQUES

SPSS (statistical package for social science) was used for the analysis of gathering data. Responses of respondent were entered in excel sheet, where variables were coded to draw the inferences. Descriptive and Correlation research, analysis of qualitative and quantitative factors like age, total years of experience, personal factors, job satisfaction and organizational policies carried out. A Chi-Square was used in qualitative data. Pearson correlation analysis helped to obtain the result of different variables, including two or three dependent and one independent variable.

Multiple regression analysis is used for predicting the value of one dependent variable from the values of two or more independent variables. The result of correlation between compensation and work environment was assessed.

To fulfil the objective of the study normality test was carried out to evaluate external and internal factors. The result shows that there was normal distribution among all variables and a straight diagonal line was plotted.

## LIMITATIONS

There was certain limitation that restricted the researcher to create certain boundaries. Therefore, this study also has certain constraints. The inferences drawn in the study, totally depend upon the responses given by faculty members through a questionnaire. Some of the faculty members were reluctant to fill the questionnaire, therefore there might be chances that the information provided is not correct. Some of the faculty members were not willing to give genuine responses because of hesitation hence the responses received may be biased in nature.

The result drawn, will be based on the information provided by the respondent, hence many a times efforts are wasted. Findings but limited to the perception of the faculty members who have filled their responses through a questionnaire. Also, due to Limited knowledge possessed by the respondents and available information in a review of literature, it was difficult to evaluate each and every aspect that has possessed challenges for institutes in faculty retention. We have to restrict are starting to certain dependent and independent variable, therefore finding was limited to certain areas and the researcher was unable to get information on other factors. Possibility of Sampling error could be one of the reasons that had interfered with the results during the research. There was also a challenge to draw generalized statements because of changes in external factors during the study.

## CONCLUSIONS

From this study, it was found that most of the private Institutes are facing challenges to retain qualified faculty members, because when they leave the organization in the mid semester, then not only the students suffer, but also the institutes result is also on a stake. There may be controllable factors like organizational policies, compensation and work recognition that can be managed by private institutions of higher education, to some extent, but factors like job satisfaction, demographic factor like age and family factors like special opportunities and children's education are beyond the control of the organization. Therefore, these uncontrollable factors are the major challenge that Institute of facing to retain good academicians in their organization. It was concluded that age and spousal opportunity does not strongly correlate to faculty retention rate, but there is some small correlation between the faculty retention rate and children's education. Job satisfaction factor was found to be highly associated with the retention issue of the faculty members, but it was difficult for the institutes to change the perception of his employee with respect to job satisfaction.

When job satisfaction was compared to compensation and work recognition factor, work recognition factor was preceded as compared to the other two factors.

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